

PB# 79-19

Icos of America

ICOS OF AMERICA

79-19

Approved 9/26/79 SH
 Filed with T.C. office 10/13/79 SH

GENERAL RECEIPT

4113

TOWN OF NEW WINDSOR
 555 Union Avenue
 New Windsor, N. Y. 12550

RECEIVED OF (Icos Site Plan) Sept 13 19 79
Gate Way International \$ 25.00
Twenty-five and 00/100 DOLLARS
 FOR Planning Board - Site Plan 79-19

DISTRIBUTION:

FUND	CODE	AMOUNT
25.00		
OK		

BY Pauline C. Townsend cm
Town Clerk.

GENERAL RECEIPT

4133

TOWN OF NEW WINDSOR
 555 Union Avenue
 New Windsor, N. Y. 12550

RECEIVED OF Icos Oct 10 19 79
Seventy-five and 00/100 \$ 75.00 DOLLARS
 FOR Bal Site Plan approval # 79-19

DISTRIBUTION:

FUND	CODE	AMOUNT
75.00		
OK		

BY Pauline C. Townsend cm
Town Clerk

Appeared before Planning Board 8/8/79
Presented preliminary land use
Appeared 9/12/79

Memorandum

Telephone conversation between Joel Shaw of the Orange County Planning Board (294-5151, ext 175), and Roy Thomson, on September 21, 1979.

Re: ICOS - Gateway International Park

Mr. Shaw indicated that a letter had been dictated which generally states that they have no comments and are returning it to the local Board for determination.

Memorandum

Re: ICOS - Gateway International Park

Telephone conversation between William Steidle of the New York State Department of Environmental Conservation, (255-5453), and Roy Thomson, on September 21, 1979.

Mr. Steidle indicated that a letter of approval will be granted within 30 days of our submission -(12 September 1979). The letter will also express concern that Site Work had been started prior to receipt of approval. Mr. Steidle has visited the site, however, and would have halted work at that time if there were cause to do so.

CC: TPB 9/21/79 Ed.



By hand
9/20/79

HELMER-CRONIN CONSTRUCTION, INC.

General Contractors

26 CENTRAL DRIVE
STONY POINT, NEW YORK 10980
TELEPHONE 942-1330

September 17, 1979

Phillip A. Crotty, Jr., Esq.
Attorney for the Town
of New Windsor
555 Union Avenue
New Windsor, NY 12550

Re: Gateway International Park
Subdivision approval of lands
of William Helmer
Site plan approval for
ICOS of America, Inc.

Dear Mr. Crotty:

At your suggestion, I have discussed the pending subdivision and application for site plan approval with Nash Castro, manager of the Palisades Interstate Park this past week.

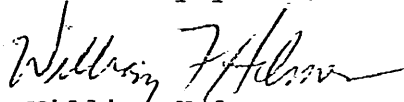
Mr. Castro reviewed our proposed plans for both the ICOS site plan and the entire development of the property that I refer to as Gateway International Park.

Mr. Castro has advised me that the park authorities have no objection to our use of the property as an industrial park or to the proposed site plan for ICOS or the subdivision and road layout as being presented to the Town Planning Board.

Mr. Castro feels that it would not be appropriate for the park authorities to comment in writing on our pending applications. Such written comment might be construed at a future date as a waiver of the Park Commission's rights to object to a particular use that they might feel would be inappropriate at that time.

Mr. Castro suggests that if you would like to discuss the matter with him personally, he would be pleased to talk with you or any representative of the Town if you would care to call him at 786-2701.

Sincerely yours,


William Helmer

WH/ck P.S. Since Mr. Castro is very busy and usually out of the office, we would suggest that you talk to Mr. Roy Karner who was present at our meeting and is the Field Representative.



1763

TOWN OF NEW WINDSOR

555 UNION AVENUE
NEW WINDSOR, NEW YORK
(914) 565-8550

September 14, 1979

Witfield & Remick
35 Wisner Avenue
New Windsor, N.Y. 12550

Attn: Donald Witfield, Architect

RE: ICOS SUBDIVISION AND SITE PLAN IN THE
GATEWAY INDUSTRIAL PARK

Dear Don:

It occurred to me after you had left the Planning Board meeting Wednesday night that the ICOS SUBDIVISION must either be on town dedicated road or there must be access over a private right-of-way to a town dedicated road.

I must require therefore that in order to obtain site plan approval for the project that the proposed road either be installed to town specifications; or planned and approved by the Town Planning Board and Town Engineer and bonded as required by the Town Board; or that an easement be drawn up in favor of the Icos Subdivision over lands of Helmer which connect with the town road.

Very truly yours,

A handwritten signature in cursive script, reading "Philip A. Crotty, Jr.".

PHILIP A. CROTTY, JR.
Attorney for the Planning Board

PAC:pd

cc: Chairman - - Town Planning Board ✓
Town Engineer Cuomo

First Gateway tenant gets site clearing ok

NEW WINDSOR — Gateway International Park will have its first tenant soon if all goes well when ICOS Corporation of America, an Italian-based machinery firm, returns for final site plan approval from the planning board on September 12.

ICOS builds machinery to be used at job sites worldwide. They were looking for a place to store and maintain this machinery between jobs. They were also looking for a place for a machine shop where they could build the specially designed equipment called for on various projects. They are hoping to set up a mini-foreign trade zone, which would allow them to ship equipment in and out of the

United States without paying duty unless the machinery is used here. Because they will be on private property, not in the Foreign Trade Building on Stewart, they are hoping to have the zone extended.

Donald Witfield, a director of the Foreign Trade Development Corporation, and an architect, said ICOS was given permission by the planning board to start clearing part of the 10-acre site for a 20,000 square-foot building and an open storage area. But, said Witfield, ICOS plans to leave most of the land in its natural wooded state.

"At this point, we were not seeking any approval other than to make initial contact. But ICOS would like to do some site clearing and were

granted permission," said Witfield.

Witfield said he was very pleased with the response ICOS received from the planning board. "In any situation, getting the first tenant is extremely important because it leads other people to follow. When industry wants to come into an area, they have to have a reasonable response as quickly as possible. The planning board has been very cooperative about it," he said.

ICOS has submitted a preliminary land use map. They are expected to submit a final site plan map to the planning board at a meeting at town hall on September 12, at which time the planning board will act upon final site plan approval.

Stewart Citizen 8/15/79

Engineering News-Record

McGraw-Hill's CONSTRUCTION WEEKLY \$1.50

APR 1971
Reel adds foreign flair,
underground contracting



1620 H.M. 26 C.N.M. APR 62
RECEIVED
HOLZER CROONIN CONSTR/INC
26 CENTRAL DR
TONY POINT NY
10980



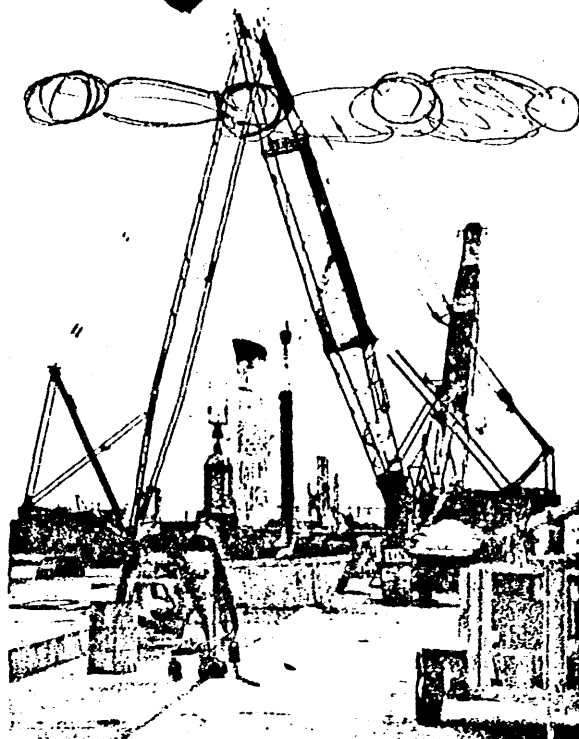
International director Francesco Brunner put Arturo Ressi at U.S. helm.



Robert Crupl: keeping tabs on field.



George Tamaro: chief detail man.



Cutoff job through leaky dam made ICOS number one.

Winning formula pushes ICOS to top of its field

Soils and foundation contracting can be a high-stakes, high-risk gamble—the type of business where the right combination can be parlayed into big winnings. New York City-based ICOS Corp. of America seems to have the winning formula because in only a decade it has beat its competition to the top.

For ICOS of America, the U.S. arm of the multinational ICOS Group, the formula includes expertise with slurry wall and slurry trench techniques pioneered by the group's founding company in Italy, finesse in negotiating contracts and a competitive construction team led by executive vice president Arturo L. Ressi di Cervia.

Under the guidance of Francesco Brunner, chief executive officer of ICOS of America and international director of the 10-company group, Ressi brought the U.S. firm from relative obscurity in 1968 to the top of ENR's list of excavation-foundation contractors in 1978 (ENR 12/14/78 p. 19).

"In our business, you have to be prepared, be good and have luck," Ressi says. "But you also have to have what makes a bull different from a steer. You have to take risks and be willing to

gamble the money." Italian-born Ressi remembers that as a teenager he liked the gaming tables but says "contracting cured me of that!"

Know-how pays off. Now Ressi wagers on ICOS' know-how for stakes like the profits on the repair of Wolf Creek Dam in Kentucky—a two-phase, \$100-million job that included installation of a thin concrete cutoff membrane through the leaky 258-ft-high clay embankment and extending as much as 110 ft into rock (ENR 7/22/76 p. 14). It turned out to be a "very profitable job," Ressi says, that has given ICOS of America an "unparalleled financial strength" in its field.

It is a tricky, delicate business as well, with an unending series of problems to challenge ICOS' ability to find solutions. Take the time a specially fabricated percussion chisel got wedged deep in a trench, Ressi says. There was a 60 to 70% chance it could have been pulled out with a 100-ton crane, but if that didn't work, it would have been wedged too tight to ever move. They would have had to excavate around it.

"We decided to do it the right way, the way it should be done," says Ressi. That meant having surveyors take measure-

ments for "one solid month," making mechanical drawings and designing a special fishing tool system to do the job. The chisel came out on a single line pulled by a 20-ton cherry picker and solidified ICOS' credibility with the Corps of Engineers, the project's owner.

War chest. Higher than normal profits are justified on such risky jobs, Ressi contends, because not all projects have happy endings. "You have to have a war chest to take care of the bad ones." ICOS won technical praise for slurry wall construction on a New York City subway tunnel, for example, "but the job happened to cost 70% more than we got paid for it," Ressi says.

Brunner founded ICOS of America in 1968 after he sent Ressi to the U.S. as field engineer on the structural slurry wall project for the World Trade Center. Ten years later, the company's work volume totaled \$36 million, making it the largest single component of the multinational group's \$100 million in sales. The group is linked through a Netherlands holding company.

The multinational group gives ICOS flexibility in avoiding international hostilities while working abroad. Working in Venezuela, ICOS is an Italian firm, for example. But in Hong Kong, working on the New World Center excavation (ENR 7/21/77 p. 26), "it's different. There we're American," Ressi says.

The group also allows the U.S. firm to benefit from the problem-solving experience of companies in other countries and

share the services of Italian equipment designer extraordinaire Giosue Miotti (see box).

ICOS' gambling heritage goes back to the early years of the original Italian company. Brunner was a 29-year-old engineer when, in 1948, he was faced with repairing the foundation of a bridge destroyed during World War II. There were no sheetpiles available for a cutoff wall, and Brunner thought a trench filled with bentonite slurry as it was excavated might do the job. Experts who used bentonite in oil drilling told him it would never work, but Brunner took the gamble and won. The project led to a series of patents in slurry wall technology.

Finesse in negotiation. Ressi has been successful at both bidding and negotiating contracts—he negotiated the firm's first job, the \$300,000 CNA foundation wall in Chicago, and won its largest job, Wolf Creek, on a bid. But Ressi, a connoisseur of fine wines and food, prefers the subtleties of negotiation. "In this country, reputation isn't as important as it is in Europe," he says. "Here, if you can get bonding capacity and the low bid, you can get a job no matter how many jobs you've bungled before. Very few bonding companies really evaluate the technical competence of a contractor. I like the other way better. To negotiate a contract with all the subtleties involved is really my forte."

Competitive bidding does not necessarily produce the best product in underground work because of the unknowns involved, Ressi says. "It doesn't lend itself to successful renegotiation when problems arise, and it can create artificial antagonisms in the owner-contractor-engineer triangle."

George Tamaro, ICOS vice president for engineering, agrees. "Contract volume and optimism are inversely proportional. Contractors can talk themselves into doing things that aren't viable because they need the work. You have to take intelligent risks but not crazy risks. The dividing line is based on an accumulation of things you've done before and remember not to do again."

Tamaro met Ressi while working as a resident engineer on the World Trade Center. Ressi drew Tamaro to ICOS in 1972 and then hired Robert Crupi, an experienced foundation contractor, as vice president supervising field operations. The availability of talent was a major factor in the pace of ICOS' growth. "It's self-defeating to grow too fast in a specialized field because you can't hire competent employees," Ressi says. Only recently, ICOS attracted Gilbert R. Tallard as

assistant vice president for international work, hiring him away from competitor Soletanche-Rodio, Inc., McLean, Va.

Shooting gallery. Slurry wall technology has come of age in the U.S. and the competition among specialty contractors using it has stiffened. "People have gotten the impression there's a fortune to be made," Tamaro says, "but not for the number of contractors in the market now. There are now about 20 contractors in different phases of the field. It's like a shooting gallery—always the same number of ducks. When one gets shot down, another springs up."

ICOS has a full range of excavation and foundation capabilities including reinforced concrete slurry walls, slurry trench cutoff walls, steel beam reinforced slurry walls, interlocking pile cutoff walls, load bearing foundation elements, tieback anchors and drilling and grouting.

Ressi emphasizes that ICOS' role is always that of a contractor, never a consulting engineer. "You can't buy my expertise. We build and make money."

Skillfully crafted machines solve job problems

Construction problems are purely mind and machine over matter, says Giosue Miotti, director of construction systems for the ICOS Group, a multinational contractor specializing in slurry wall technology.

Miotti devises not only the ingenious equipment that makes ICOS' excavation feats possible but also a construction system in which the equipment can be put to work. "Machines fascinate me," Miotti says. "There is a black and whiteness about them. They either solve problems or they don't. A problem doesn't bend itself to the making of a machine, the machine must bend to the problem."

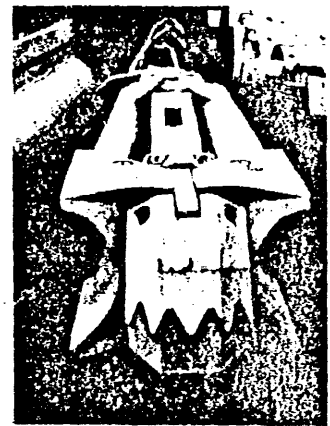
'Brief parenthesis.' His most challenging job was the repair of Wolf Creek Dam in Kentucky, the job that pushed ICOS Corp. of America to the top of its field. To sink a concrete cutoff membrane through the leaky dam, Miotti studied drilling systems used in the petroleum industry. "The idea of using hydraulic rams came from this. The idea is not entirely new, but developments in that field and a new challenge at Wolf Creek led me to refinements," Miotti says. He devised a hydraulically driven casing sunk into the embankment and a mechanical clamshell that could excavate from inside the casing while suspended from a single cable. "Innovation," says Miotti, "is a brief parenthesis, often followed by long, rambling sentences."

Arturo Ressi, executive vice president of ICOS of America, says that for \$100 million of work on Wolf Creek, his capital investment was only \$8 million. The low cost of these small but refined machines compares with the

Why should we teach somebody else our job?" That's why ICOS steers away from joint ventures, which Ressi calls "shotgun marriages." But the firm likes to get involved in the development of a project. Ressi encourages owners or engineers who are contemplating the use of slurry trench techniques to call him in to help anticipate problems. And, in the tradition of European contractors, ICOS has a high level of design capability in-house. When it gives a client some "preliminary ideas" it may actually be handing over a well-polished design.

Looking ahead. For the future, ICOS is investing profits in real estate. Its first venture is in backing for the \$150-million rehabilitation of the Charlestown Navy Yard in Boston, which will become a residential complex.

ICOS has four projects under way now, including the second phase of the Wolf Creek repairs, and Ressi says two potential jobs are "in the talking stage," either of which would surpass Wolf Creek in size if not in difficulty.



Clamshell is refined.

\$25 million a highway contractor might use on a job of that size, says Ressi.

Needle in a haystack. Sometimes ICOS' problem is not designing equipment, but finding what is called for in specifications. On a pile drilling test for Locks and Dam 26 at Alton, Ill., for example, a particular French drilling rig was specified. The manufacturer said there wasn't one anywhere in the U.S. But Ressi heard rumors that there was such a machine in the Midwest. He discovered that a rig sold to a Canadian contractor years ago had been bought by a Chicago contractor. The rig had been rusting in the yard, broken down in pieces for several years. Ressi says ICOS "played coy" and got the equipment, worth \$350,000 new, for "a shade less than \$50,000—cash on the barrel."

**PREVIOUS
DOCUMENTS
IN POOR
ORIGINAL
CONDITION**

MARVEL, WITFIELD & REMICK
ARCHITECTS
35 WISNER AVENUE
NEWBURGH, N. Y. 12550

6776

9-13-79

19

50-174
219

PAY
TO THE
ORDER OF

Town of New Windsor Planning Board

\$25.00

Twenty-five Dollars and no cents

DOLLARS

385 BROADWAY OFFICE
Highland National Bank
OF NEWBURGH
NEWBURGH, N. Y. 12550

FOR

ICOS

Donald G. Witfield

⑆021901748⑆ ⑈001 9166 3⑈01

DELIVER CHECK PRINTERS COPY

MARVEL, WITFIELD & REMICK
ARCHITECTS

35 WISNER AVENUE
NEWBURGH, N. Y. 12550

6777

9-13- 19 79 50-174
219

PAY
TO THE
ORDER OF

Town of New Windsor Planning Board

\$ 75.00

Seventy-five Dollars and no cents

DOLLARS



FOR

ICOS

Donald A. Witfield

⑆021901748⑆ ⑈001 9166 3⑈01

CELLO CHEEK PRINTERS - NY

TOWN OF NEW WINDSOR PLANNING BOARD

Planning Bd. ✓
ICOS
Helmer Cronin
Wetzel Benich

APPLICATION FOR SITE PLAN APPROVAL

Name ICOS of America, Inc.

Address Four West Fifty-Eighth Street, New York, New York 10019

1. Owner of the property Same as above
2. Location of the property:
Southeast Corner of Gateway International Industrial Park
3. Zone area PI
4. Nature of business:
International Construction Specialists
Heavy Equipment Service and Storage Facility
5. Lot size: Front 690 Rear 1050 Depth 570
6. Building setbacks: Front yard 80' Rear yard 160'
Side yards 50'-480'
7. Dimensions of new building 155' x 120'
Addition

If addition, state front, side, rear of existing structure:

I do hereby affirm that all fees, permits and charges applicable under the laws and ordinances of the State of New York and the Town of New Windsor will be paid and that any expense for advertising of Public Hearing or meetings will be paid. Also, any legal or engineering fees for review of this project.

Signed: Donald A. Witfield
(APPLICANT) *for*
KOS of America

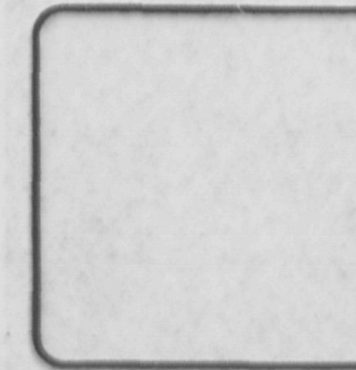
Maps Required for:

Planning Board
Highway Dept.
Sanitation Dept.
Water Dept.
County Planning Board
Building Inspector

Action of the Zoning Board of Appeals



let me know
 Aug 8, 1979



WITFIELD & REMICK
 ARCHITECTS
 25 WINDSOR AVENUE
 NEW WINDSOR, NEW YORK
 (914) 261-1000

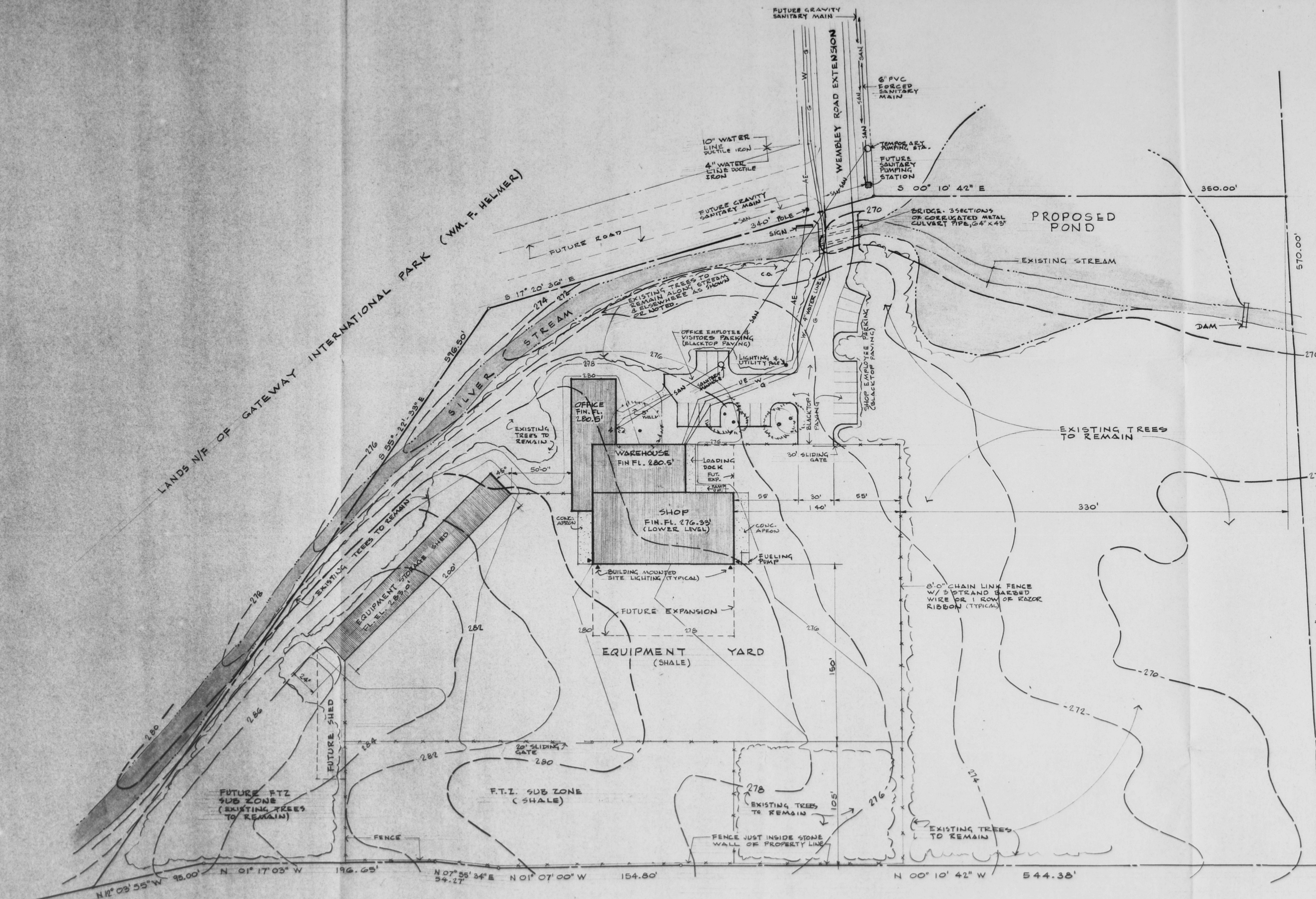
ICOS
 GATEWAY INTERNATIONAL PARK
 NEW WINDSOR, NEW YORK
 PROPOSED LAND USE PLAN

Rev. 6/12/79
 Dated 6/5/79
 Drawn by RJ
 Checked by

LU-2

LEGEND

- = PROPERTY LINE
- = RIGHT-OF-WAY BOUNDARY
- = EDGE OF STREAM OR POND
- 270 — = EXISTING CONTOUR
- 270 — = NEW CONTOUR
- SAN — = NEW SANITARY SEWER - 4" KHET UNDER PAVING - PVC UNDER PAVING
- W — = NEW WATER LINE
- G — = NEW GAS SERVICE
- AE — = AERIAL ELECTRIC & TELE.
- UE — = UNDERGROUND ELEC. & TELE.



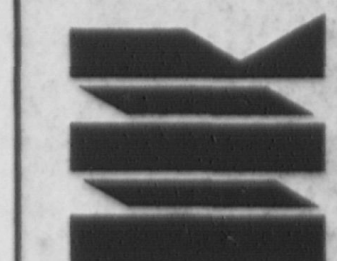
LANDS N/F LEONARD B. YANKO & CHARLES LUDWIG



Dated 11 SEP 79 20' 24' 50" N
 Drawn By S.R.T.
 Checked By

ICOS
 GATEWAY INTERNATIONAL PARK
 NEW WINDSOR - ORANGE COUNTY - N.Y.
 SITE PLAN

WITFIELD & HEMICK
 ARCHITECTS
 15 WEST 10TH AVENUE
 NEW YORK, N.Y. 10011



1

LANDS N/F PALISADES INTERSTATE PARK COMMISSION

SITE PLAN

SCALE 1" = 40.0'
 40' 20' 0' 40' 80'

SURVEY INFORMATION WAS OBTAINED FROM "BOUNDARY & TOPOGRAPHICAL MAP DATED 28 FEB 77 AS PREPARED BY KARTIGANER ASSOCIATES, PC, NEWBURGH, N.Y."

SITE INFORMATION

OWNER OF RECORD • ICOS CORPORATION OF AMERICA
 4 W 58TH STREET
 NEW YORK, N.Y. 10019

SECTION N° • 4
 LOT N° • 3
 BLOCK N° • 2

ZONE • PLANNED INDUSTRIAL (P1)

AREA • ±10.43 ACRES

Site Plan APPROVAL GRANTED
 BY TOWN OF NEW WINDSOR PLANNING BOARD
 ON SEP 26 1979
 BY LAWRENCE JONES
 Secretary